into conference those whose names were on the back of his brief—second leaders, juniors and solicitors.

To call another counsellor into the room and to take another into his confidence, was to imply distrust of his colleagues and therefore a professional disloyalty.

He therefore only availed himself of the advice of the acknowledged Admiralty chiefs. The perplexity he was in and the impotence in which he was enveloped preyed upon his health. I have never taken the view that the head of a Government Department is forbidden by any rule of honour or etiquette from sending for any person either inside or outside his office, whatever his rank, to seek enlightenment on any subject affecting his administration. If a Minister learns that any subordinate in his Department possesses exceptional knowledge or special aptitude on any question, it is essential he should establish direct contact with him. The political head of a Depart-ment has not merely the right, but the duty to send for anyone who will help him to discharge his trust to the public. That principle would apply to both the political and permanent heads of a Department.

Lord Carson did not see his way to adopt this point of view. The result was that although his natural shrewdness and penetration enabled him to perceive that things were not moving in the right

direction, or as rapidly as they ought, he could not find out exactly the point where they stuck, how to remove the obstruction or how to speed up.

Before I was called to the Premiership I was not in contact with the Navy and knew little of what was going on in that sphere. On the military side the Ministry of Munitions brought me into direct touch with the problems of land warfare. Apart